



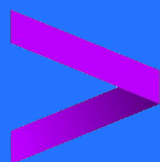
The Holistic Product Journey: Redefining Design's Role in Cross-Functional Teams



Christina Goldschmidt

VP Product Design, Warner Music Group

Etsy



FORTUNE 500 EXPERIENCE



MBA & ADJ. PROFESSOR





I've gone to a lot of meetings
and heard many pain points
from teams....

“Our OKRs are not helping us”

“Where are we going?”

“What’s our strategy?”

“How long will this take??”

“We are stuck!”



These pain points are not uncommon...

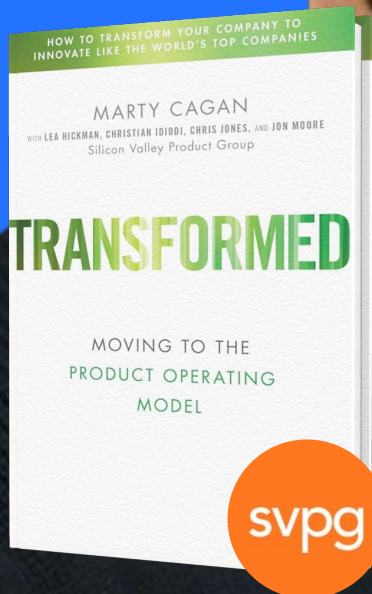
Marty Cagan recommends:

Customer-Driven
Product Vision
(future)

Insight-Driven
Product Strategy
(now)

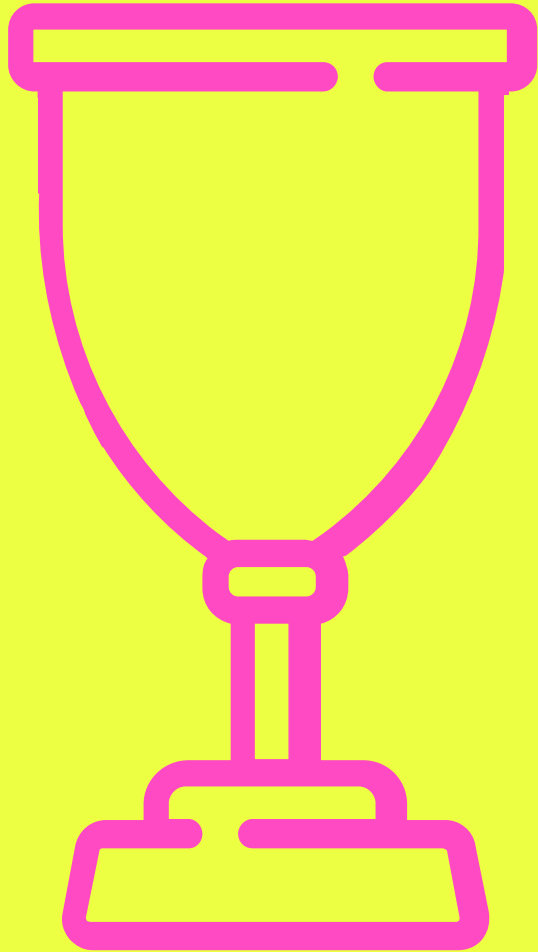
But if it was only that easy, teams would already be doing it.

Why not? How can Design help?



Marty Cagan
Silicon Valley Product Group

How to achieve the holy grail



- ***Design influenced strategy and delivery***
- ***A seat at the table***

Principles for success

Work



**Establish
your
expertise**



**Fill the
gaps**



**Drive
value**

Stakeholders



**Leverage
allies**



**Overcome
past
perceptions**



**Don't ask
for
permission**

Team



**Establish
operations**



**Empower &
build culture
of trust**



**Curate
the team**

Comms



**Show
don't tell**



**Relentless
tenacity &
reframe**

The Design Strategy Paradox



Tactical

vs.



Strategic

To drive strategy, lean into **faster prototyping**

A picture is really worth a thousand words

Our Design Values empower our team

Collaboration

Making music and bringing it to the world is all about the power of originality amplified by teamwork. A great idea, like a great song, travels globally. We ignite passions and build connections across our diverse community of artists, songwriters, partners and fans.

Ego-free

No divas here –we genuinely appreciate and learn from each other. Our favorite phrase? “Oh, I like that!”

Curiosity

We do our best work when we’re immersing ourselves in culture and breaking through barriers. Curiosity is the driving force behind creativity and ingenuity. It fuels innovation, and innovation is the key to our future,

Driven to change

We move fast to create forward-thinking solutions, harnessing music’s power to move, inspire, and heal in an ever-changing world.

Endlessly curious

We learn from people we design for, understand their needs to craft elegant, simple solutions that resonate.

Commitment

We pursue excellence for our team and our talent. Everything in music starts with a leap into the unknown, and we’re committed to keeping the faith, acting with integrity, and delivering on our promises.

Whimsically excellent

We maintain standards and push for exceptional experiences with a touch of fun. We’re hands on, immersing ourselves in the work and embracing the unknown.

How to do the work?

Key tactics that deliver



Design Sprints

Flexible workshops for creating shared understanding and ideation



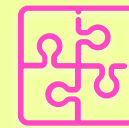
Vision/Sizzle Reels

Video showcasing our future user experience



PSR/PRD Prototypes

Quick experience mockups (static or clickable) to align stakeholders and engineers



Design Systems

Define reusable components / patterns for a consistent UX across platforms, saving design and eng. time

Design Sprint Frameworks



Jam

- Less ambiguous problems
- Lower in scope, 5K ft level
- Quick team alignment
- Fast-paced (1-2 days)
- Small team



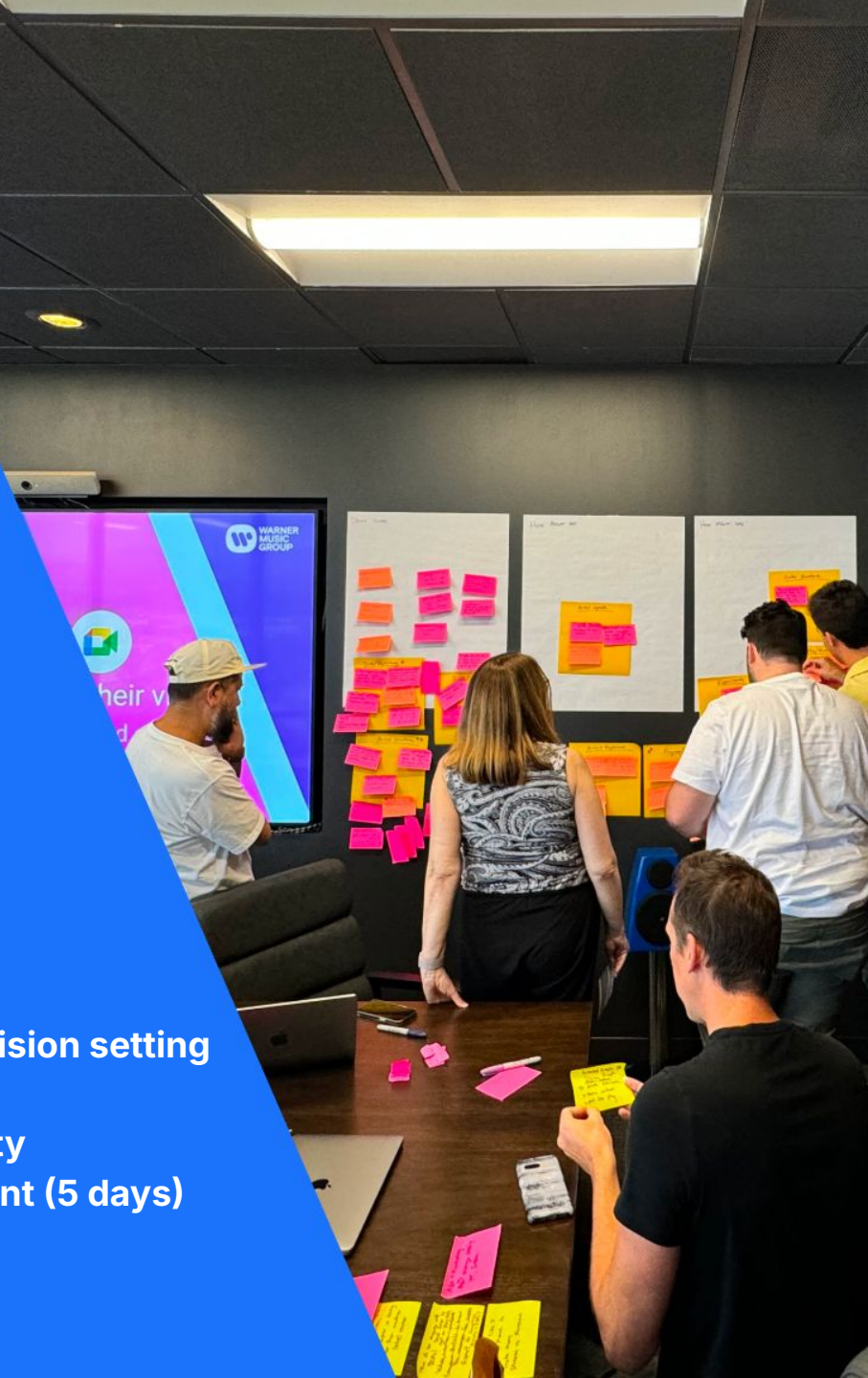
Workshop

- Moderate ambiguity
- 10k -20K ft level
- Larger scope but more defined
- Efficient larger teams (2-3 days)
- Medium team



Sprint

- Exploratory/vision setting
- 30-50K level
- High ambiguity
- Full week sprint (5 days)
- Larger teams





**Visions and prototypes
are a secret weapon**

...And help to lead a project

1

**Conduct design
sprint(s) for fast
idea generation**

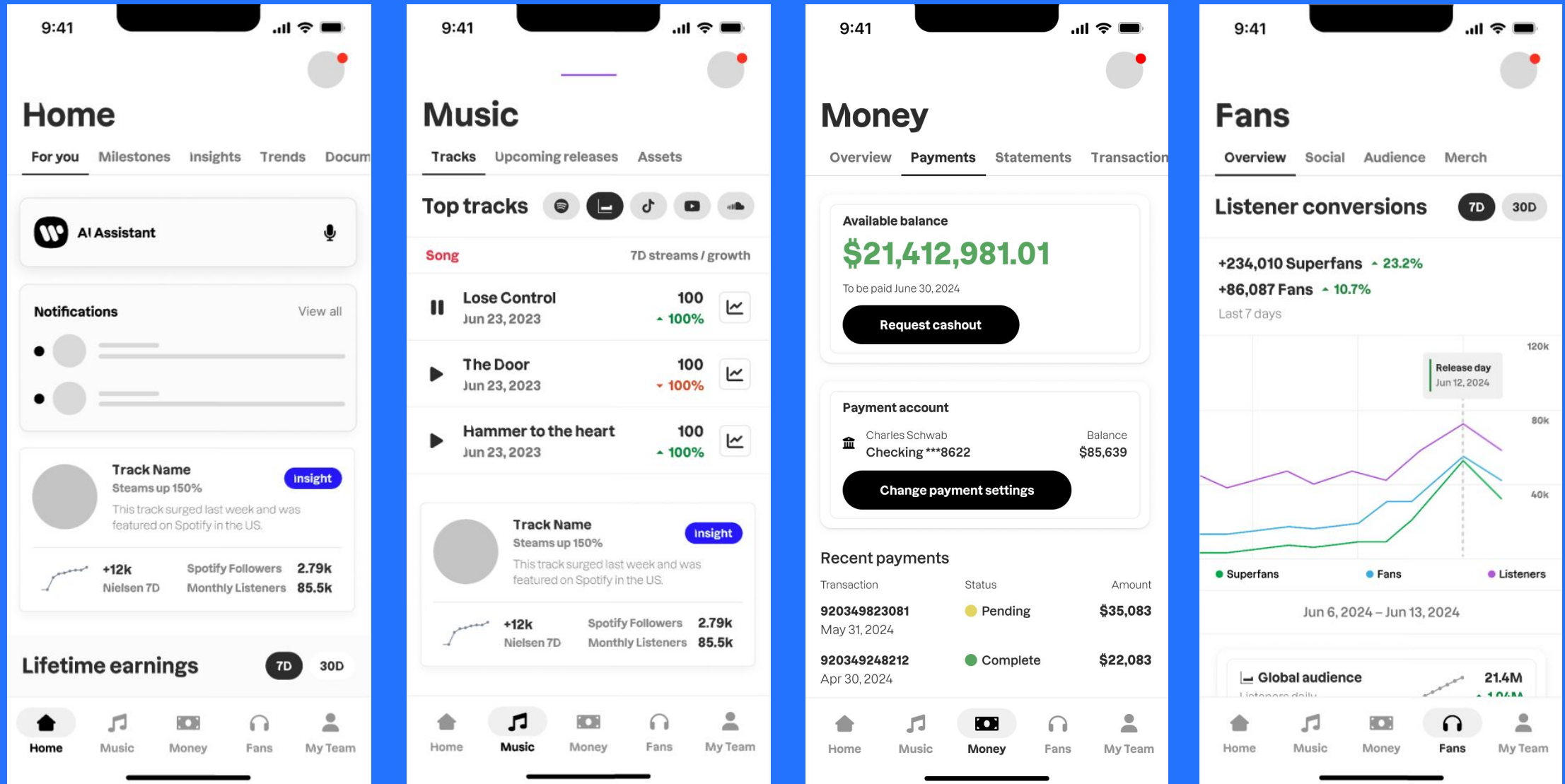
2

**Socialize a
vision**

3

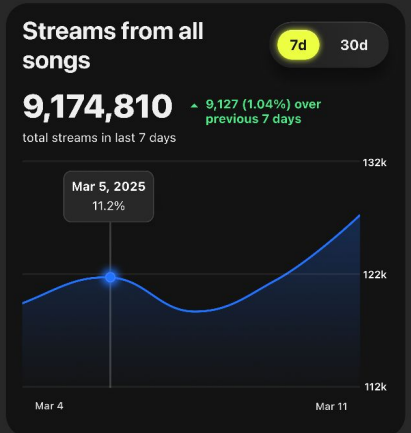
**Accelerate
delivery with
existing work**

Design sprint prototype screens



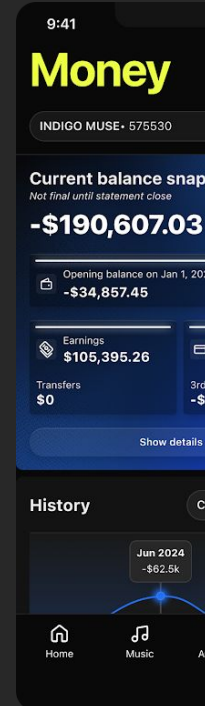
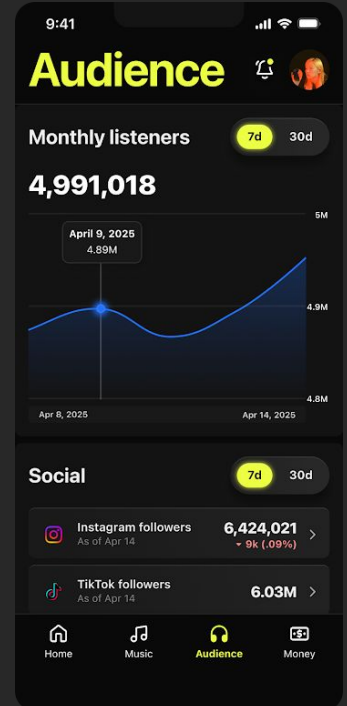
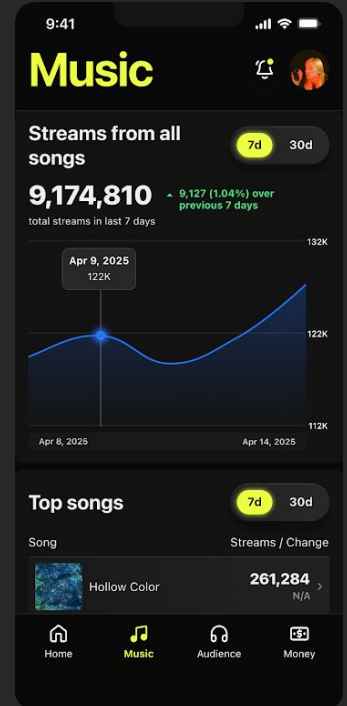
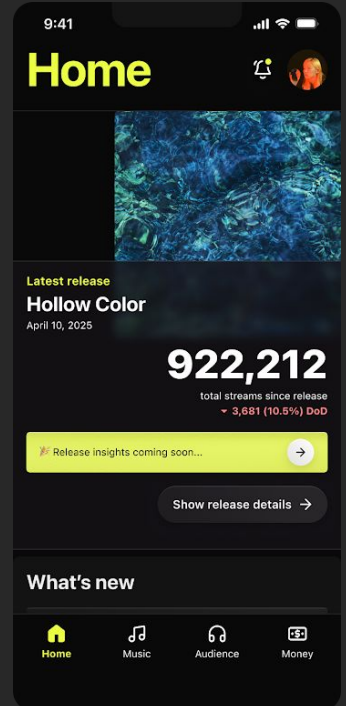
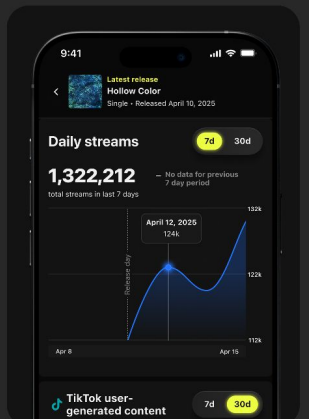
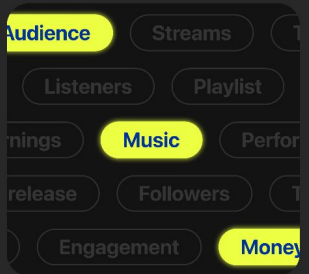
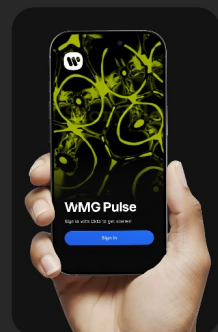
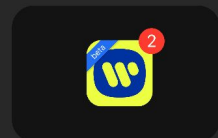
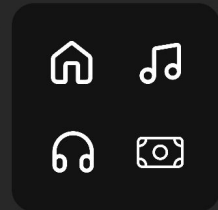
App launched in beta on 5/6/25

WMG Pulse



WMG Pulse

Diverse insights, unified experience.



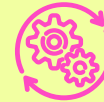
Conditions for my success

The factors that came
together to make all
of this possible



Everything's new

New CEO, boss and team... but all heavily invested in user needs



Mandate for Change

CEO mandated digital transformation and open to experimentation and transparency



Music Industry

Chaos as the rule, no existing workflows and not primary driver of revenue



Timing

Obvious void in UX leadership, no toes to step on, ability to shape team and ways of working

Design **CAN** lead across the product life cycle



Don't ask for permission



Do the work



Showing over telling



THANK YOU

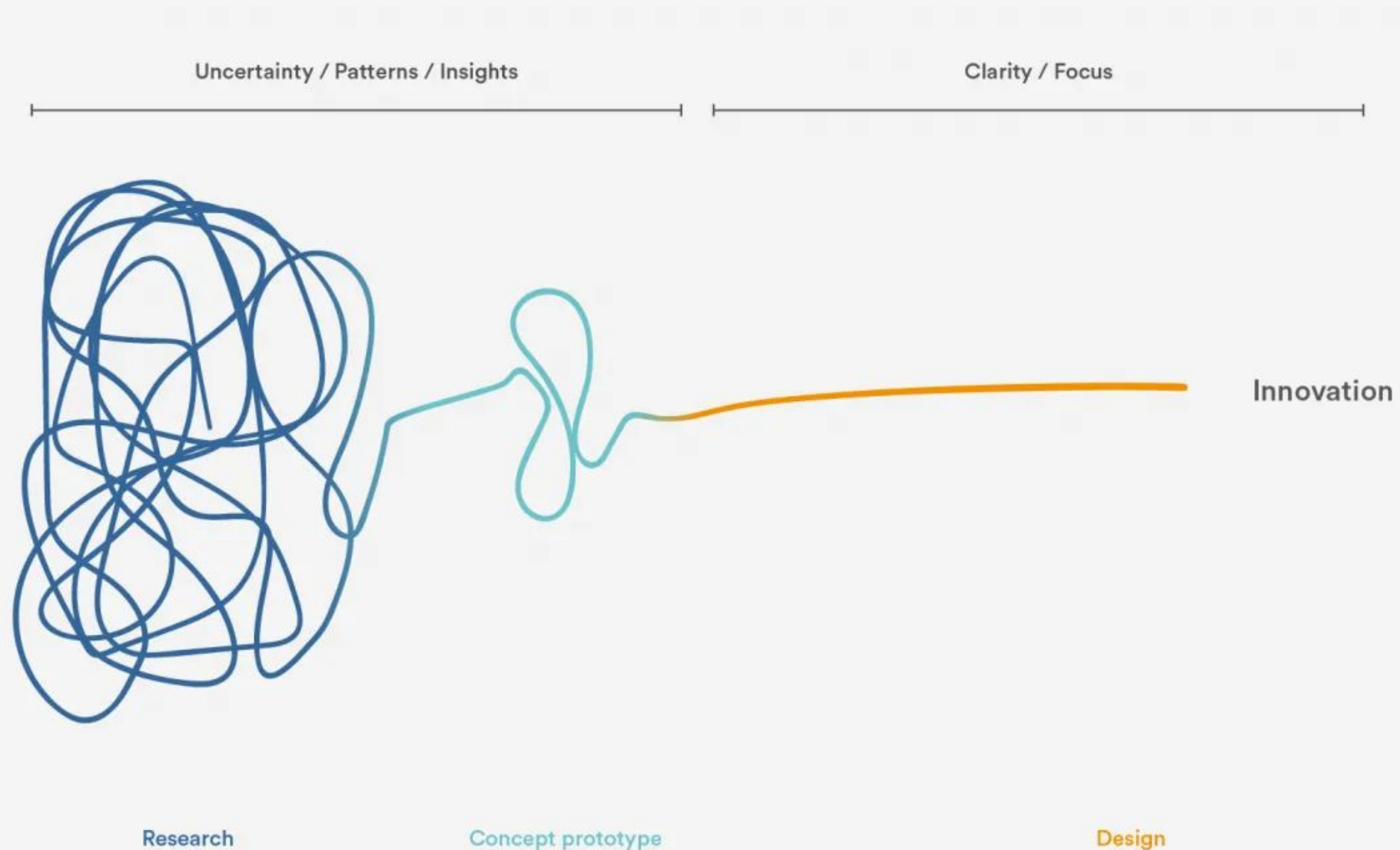


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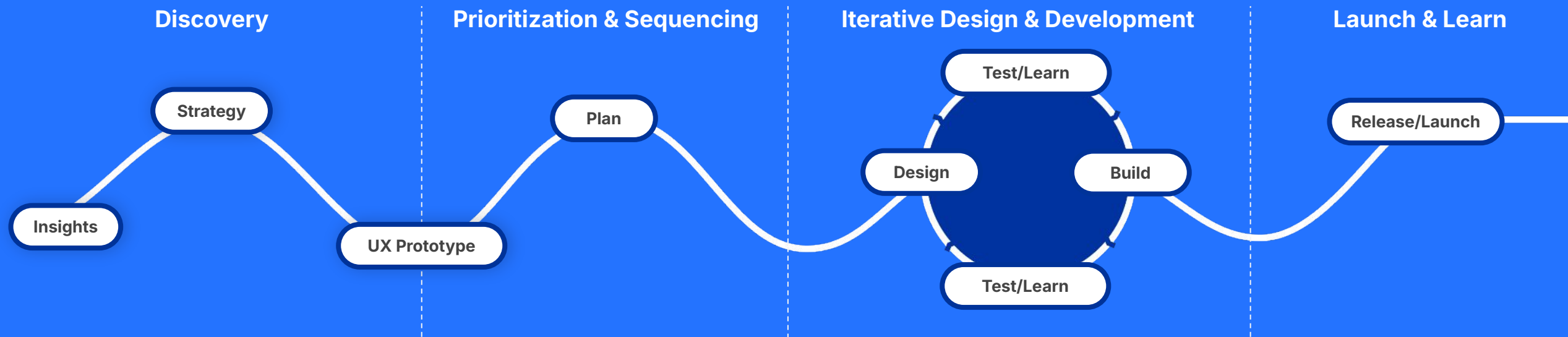


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People still think Design is nothing but a mess



Design Leadership Throughout the Life Cycle Can Provide Teams Clarity



Design Driven Strategy & Delivery



Bridge the Communication Gap

TK